

HHAP Application Narrative: City of San José

1. SUMMARY OF HOMELESSNESS IN THE CoC, LARGE CITY, OR COUNTY

To successfully complete this section, applicants must:

A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from October 1, 2017 – September 30, 2018.

B. Use the LSA data to provide (as defined by HUD):

1. Total number of households served in:
 - Emergency Shelter, Safe Haven, and Transitional Housing – 5,241
 - Rapid Rehousing – 1,654
 - Permanent Supportive Housing – 1,314
2. Total number of disabled households served across all interventions – 4,429
3. Total number of households experiencing chronic homelessness served across all interventions – 2,290
4. Total number of 55+ households served across all interventions – 2,461
5. Total number of unaccompanied youth served across all interventions - 501
6. Total number of veteran households served across all interventions – 1,220
7. Number of individuals served across all interventions who were:
 - Female – 3,200
 - Male – 5,555
 - Transgender – 49
 - Gender Non-Conforming – 10
8. Total number individuals served across all interventions who were:
 - White, Non-Hispanic/Non-Latino (only) – 2,721
 - White, Hispanic/Latino (only) – 2,639
 - Black or African American (only) – 1,479
 - Asian (only) – 391
 - American Indian or Alaska Native (only) – 514
 - Native Hawaiian/Other Pacific Islander (only) – 196
 - Multiple races – 576

C. CoCs are expected to share the LSA with their regional co-applicants (i.e. applicable large cities and counties that overlap the CoC's jurisdiction). Each entity will submit a copy of the LSA for their CoC. Acknowledging that there may be differences in demographics and characteristics within a region, large city and county, applicants may also include additional information and data that is specific to the geography they represent.

2. DEMONSTRATION OF REGIONAL COORDINATION

To successfully complete this section, applicants must provide:

A. Coordinated Entry System (CES) Information

For Large City and County applicants:

1. How do you coordinate with your CoC's CES?

The County of Santa Clara's Office of Supportive Housing (County) is responsible for operating the Continuum of Care's coordinated assessment (or entry) system. The County serves as the Continuum of Care's Board-designated collaborative applicant and HMIS Lead, and the Continuum of Care (CoC) Board delegated authority to the County to approve and implement operational policies for the coordinated assessment system. With oversight from the CoC Board, the County administers the coordinated assessment system, including implementation of the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT), Community Queue, and prioritization and matchmaking. The City of San José's Director of Housing serves on the CoC Board. The County also coordinates with the CoC's coordinated assessment system through several work groups and subcommittees of which the City of San José participates, including a Coordinated Assessment Work Group that reviews and evaluates how well the system is working.

All Santa Clara County Collaborative on Affordable Housing and Homeless Issues member agencies use the [Quality Assurance Standards](#) as a benchmark and model for agency- and program-level policies and procedures. The CoC's written standards cover detailed sections on agency and program capacity, operations, and performance for Permanent Supportive Housing, Rapid Rehousing, Transitional Housing, and Coordinated Assessment Policies and Procedures. All agencies funded by the City of San José that provide shelter, housing, and services to homeless individuals and families, and those at risk of becoming homeless, use the Homeless Management Information System (HMIS), serve as Coordinated Assessment access points, and participate in the coordinated assessment system. Any client enrolled in a housing program must come from the community queue in HMIS, which is the one source of referrals for all supportive housing opportunities in the County.

2. What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?

The Coordinated Assessment Work Group and the Coordinated Assessment System Prioritization Subcommittee provide a forum for CoC members to collectively evaluate the coordinated assessment system processes and develop proposals for implementing changes.

Beginning in early 2019, these work groups conducted analysis of data from the coordinated assessment system and interviewed staff using the system. The evaluation identified three focus areas for improvement: 1) increasing system accessibility to more effectively reach LGBTQIA+, Latinx, and Asian and Pacific Islander populations, 2) obtaining more accurate

information concerning consumer disabilities, mental health concerns, & substance use to facilitate appropriate referrals and 3) supporting coordinated assessment system matchmakers in promoting consistency and fairness in the referral process. Proposed changes to the system to address the focus areas will be finalized in the upcoming year.

3. How do you promote the utilization of your CES?
 - a. Specifically, what outreach do you conduct to ensure all individuals experiencing homelessness in your jurisdiction, including those with multiple barriers, are aware of the CES assessment and referral process?

To promote the use of the coordinated assessment system, the CoC has adopted a no-wrong-door approach resulting in over 60 access points across the community. This unique approach helps to lower the barrier to entry and reduces the need for people to travel all over the county seeking assistance at every service provider separately. Most importantly, once assessed, homeless individuals are then connected to appropriate housing referrals, including permanent supportive housing, through the Community Queue.

Eighty-four percent (84%) of persons experiencing homelessness in San José are unsheltered. Thus, the City of San José funds, manages, and coordinates a variety of street-based Crisis Response Interventions programs, including a means by which homeless individuals and families could call for individualized resources, services, and care, as well as a mechanism for constituents to report homeless concerns and encampments. The Crisis Response Interventions programs exist to provide temporary housing and essential basic needs services for unsheltered individuals and families in San José until permanent housing is secured. The overall goal of the Crisis Response Interventions programs is to ensure engagement and assessment, using the VI-SPDAT, to connect people to the most appropriate housing opportunities.

The homeless outreach and engagement, and mobile case management, teams serve to operate as the first responders to San José's unsheltered homeless population. The overall goal of outreach, consistent throughout the local Continuum of Care, is to build trust, meet basic needs, refer people to emergency shelter, and conduct VI-SPDAT assessments to populate HMIS so that unsheltered persons have access to housing programs and options. Outreach teams usually make the first contact with the most vulnerable people living outside, complete and enter the assessments into the system. The City's two street-based outreach and case management programs have the most impact in reaching the unsheltered population in San José and have input the most assessments into HMIS. The programs provide a coordinated response to homeless persons living on the streets and in encampments throughout San José. Outreach teams respond to the thousands of calls to the City's Homeless Concerns Hotline to engage the homeless persons reported out of frustration and/or concern. Outreach teams are also proactively engaging with people living in entrenched encampments, particularly along the City's waterways. Both teams exist to address individual's basic needs, conduct assessments, and offer connections and transportation to services and shelter. Additionally, the City of San

José also funds the Homeless Helpline, which is a centralized phone number where homeless people may call to get individualized assistance and request outreach services.

B. Prioritization Criteria

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

While San José and Santa Clara County are a Housing First community, with a robust pipeline of over 2,000 affordable apartments in the pipeline, there is still a significant shortage of affordable housing opportunities compared to the need. The City of San José's grantees receive referrals from the County of Santa Clara via the coordinated assessment system for all housing programs. The coordinated assessment system exists to triage and refer the most vulnerable households to housing programs first. Permanent supportive housing placements will be prioritized for those who have been homeless for at least one year and with the highest acuity, thus serving those who are most in need and most at risk if they remain on the streets first.

Using VI-SPDAT scores, households are assigned to the most appropriate type of housing intervention (permanent supportive housing, rapid rehousing or transitional housing, or no housing intervention). Within those groups, homeless individuals and households are prioritized based on the following criteria. For permanent supportive housing, the prioritization criteria are VI-SPDAT score, length of time homeless, and high use of County and City services such as emergency room, emergency mental health, criminal justice systems. For rapid rehousing and transitional housing, the prioritization criteria are VI-SPDAT score, risk as identified in the Risks sub-score in the VI-SPDAT, and length of time on the Community Queue in HMIS.

Services that are needed for an emergency crisis response, such as entry to emergency shelter, are not prioritized through the coordinated assessment system. Instead, those who qualify for and require emergency services will receive those services on a first-come, first-serve basis, or through referrals from partner organizations and other homeless service providers.

2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

The County maintains a Community Queue in HMIS based on the VI-SPDAT scores and intake records in HMIS. The City of San José's grantees coordinate with the County to retrieve program participants from the Community Queue. To determine the best type of housing opportunity for an individual or household, the County utilizes the VI-SPDAT assessment as a triage tool:

1. Those who are identified to have high acuity are referred to permanent supportive housing.
2. Those with moderate acuity are referred to rapid rehousing or transitional housing. Recognizing that client choice is a central concern around transitional housing placements and that some households (survivors of domestic violence or those in recovery) may prefer transitional programs while others may prefer rapid rehousing,

individuals will be asked questions relating to interest in programs. Their preferences will be integrated into the referral process.

3. Those who are assessed to be low acuity most likely can resolve their homelessness without a housing intervention. Since there is limited housing capacity throughout the County, housing interventions will be prioritized for the most vulnerable. Individuals and households with low acuity will be referred to prevention and diversion services, one-time assistance programs, or referrals to other services in the community.

C. Coordination of Regional Needs

1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

To identify the City of San José's share of the regional need to address homelessness, the City, County, and CoC coordinate in a variety of ways:

1. Coordination of the biennial Homeless Census and Survey, or the Point-in-Time (PIT) count. The result were two comprehensive reports: [2019 Santa Clara County Homeless Census and Survey](#) and [San José Homeless Census and Survey](#). The event occurred in late January 2019 and counted 9,706 homeless individuals in Santa Clara County, of which 6,097 were counted in San José (63% of the County's homeless population).
2. The largest cost study ever conducted in the U.S. to analyze the public cost of homelessness was released in 2015 and titled [Home Not Found: The Cost of Homelessness in Silicon Valley](#). In coordination with Destination: Home (a local public-private partnership), the cost study took an in-depth look at the cost of homelessness in Santa Clara County between 2007 and 2012. It includes demographic and medical attributes, justice system history, health and human services provided, and the cost of services. San José is the largest city in Santa Clara County and tends to bare the brunt of the costs, outside of the County.
3. Ongoing coordination, using data, and evaluation to analyze outcomes and systems addressing homeless and at risk households in the County. This includes:
 - Monthly operational-level coordination meetings in which program and grants staff from the County and the City discuss and collaborate on upcoming funding opportunities, complimenting services without duplications, as well as service gaps and strategies.
 - Quarterly CoC Board meetings that include leadership from the County and the City to discuss and identify regional needs to address homelessness.
 - Semi-annual CoC membership meetings in which leadership and operational-level staff from the County and City participate.
4. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

Since the County, CoC, and City of San José have overlapping jurisdictions, the entities share the overall need. We communicate the need as a system-wide need. It is recognized that those individuals who lack a fixed residence may become homeless in one jurisdiction, shelter in another jurisdiction, and seek services in yet another jurisdiction. Instead, the three entities see the need for housing and services as a shared regional issue, and partner together to meet the needs of homeless individuals across the Santa Clara County region. In fact, the 2019 Santa Clara County Homeless Census and Survey found that 81% of the County's homeless population became homeless within the County. Similarly, the 2019 San José Homeless Census and Survey found that 83% of the city's homeless population became homeless in Santa Clara County.

The San José Homeless Census and Survey found a total of 6,097 individuals experiencing homelessness on January 29-30, 2019, a 40% increase from 2017 and the highest the number has been during the last 15 years. Of those enumerated during the point-in-time count, 84% were unsheltered, living outdoors on the streets, in parks and encampments, or other places not meant for human habitation. Thus, the City of San José plans to use most the HHAP funds to assist the unsheltered population with basic needs, including shelter.

D. Creating Sustainable, Long Term Housing Solutions

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

On November 8, 2016, Santa Clara County voters approved the 2016 Affordable Housing Bond, a proposition authorizing the County to issue up to \$950 million in general obligation bonds to acquire or improve real property for the purpose of providing affordable housing for vulnerable populations throughout the County, including veterans, seniors, the disabled, low and moderate-income individuals or families, foster youth, victims of abuse, individuals suffering from mental health or substance abuse illnesses, and homeless individuals. Known locally as Measure A, the bond measure is projected to fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to Extremely Low-Income and Very Low-Income households. In addition, the County will establish rental and ownership opportunities for 235 Moderate Income households through loans for first-time homebuyers. Overall, the

2016 Affordable Housing Bond will enhance the County's ability to achieve its housing priorities which include:

- Increasing the scope and breadth of supportive housing for special needs populations, including homeless and chronically homeless persons;
- Increasing the supply of housing that is affordable to extremely low income (ELI) households; and,
- Improving coordination and collaboration among the County, the cities, other governmental agencies, and the affordable housing community.

As of September 30, 2019, the Measure A has committed over \$271 million, of which \$25 million is committed to the first-time homebuyer loan program, \$11.9 million has been committed to a Supportive Housing Fund for predevelopment loans, and about \$250 million has been committed to 21 housing developments. These housing developments are in the process of adding 1,612 new units and renovating 484 units of affordable housing in six cities across the County. The large majority of the units will be in San José. The City of San Jose is also a lender to affordable housing, with 45% of the City's investment funds reserved for developing ELI units. Additionally, the City Council has placed "Measure E" on the March 2020 ballot, a proposed real estate transfer tax that would fund the development of affordable housing.

The County and City of San Jose meet bi-monthly to coordinate projects and ensure funds are being leveraged to the highest degree. The partnership was created to be more collaborative about homeless housing solutions between both entities. The City and County, in coordination with the Santa Clara County Housing Authority developed a joint Notice of Funding Availability to ensure that housing for homeless individuals and households, combined with Housing Choice and Project Based Vouchers were prioritized in new developments.

The City of San José coordinates across multiple departments to support the development of housing, both market rate and affordable. The City recently established a "Housing Catalyst" team, which consists of departments of Housing, Planning, Building, and Code Enforcement (PBCE), Parks, Recreation, and Neighborhood Services (PRNS), as well as the Office of Economic Development that meet weekly to discuss top priority housing issues for each department. The goal of the Housing Catalyst team is to support and streamline the development of housing at all income levels. Finally, the City of San Jose received a grant from Destination: Home to fund a full time planner in the City's Planning Department whose sole focus is streamlining and stewarding supportive housing developments.

3. RESOURCES ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Existing Programs and Resources

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
- b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
- c. Local Funding

Attachment A provides an exhaustive list of all funds that the City, through the Housing Department, utilizes to provide housing and homeless services for homeless populations.

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

The City and County share and prioritize the same goals, as identified in the region's Community Plan to End Homelessness. In 2015, the Santa Clara County Community Plan to End Homelessness was developed to provide a framework for ending homelessness. This Plan contained three strategies:

1. Disrupt systems: develop innovative strategies and transform systems to house homeless persons.
2. Build the solution; build housing for homeless persons and those at risk of homelessness.
3. Serve the person: create client-centered strategies with different responses for different levels of need and different populations.

Since the adoption of the 2015 Community Plan to End Homeless and through December 2019:

- 8,884 formerly homeless households (14,132 people), including 1,671 veterans, have been permanently housed in Santa Clara County;
- 96% of clients in permanent Supportive Housing have remained stably housed for at least one year in Santa Clara County;
- 2,331 new supportive housing opportunities (units + subsidies) have been created with 928 more in the pipeline; and
- 1,338 households have been assisted through the Homelessness Prevention System with 95% of them remaining housed while enrolled.

These results demonstrate the strong collaborative efforts between the County, City, and the CoC. Building the necessary inventory of affordable supportive housing requires commitment from many partners, particularly local governments who are essential funders and policymakers. As part of the Community Plan, each of the major cities in Santa Clara County endorsed the Plan and its strategies ranging from investment of funds for housing development and services to support within the local development approval process. Cities have collaborated with developers, service providers, neighborhood groups, the County of Santa Clara, and the CoC to expand supportive housing options across their communities.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

San Jose's 2019 homeless census and survey counted 6,097 persons experiencing homelessness in San Jose, which was an increase of 40% from the 2017 homeless census. Of the 6,097 people counted, 5,117 were unsheltered. This means that 84% of San Jose's homeless population sleeps outdoors on the street, in parks, tents, encampments, vehicles, abandoned properties and/or bus and train stations.

The lack of affordable housing is the biggest gap in San José. The community's most vulnerable and poor residents cannot afford fair market rent units, especially when their income is fixed or through full time minimum wage jobs. In the San Jose, a household needs to make 3-4 times more than minimum wage to afford the average median rent (*National Low Income Housing Coalition*). There is a lack of safe, affordable, permanent housing options for those who will never make enough money to sustain market rate housing. In San Jose, there are only 30 affordable and available rental units for every 100 extremely low-income residents (*National Low Income Housing Coalition*). Further, thousands of precariously housed households live on the brink of housing loss. For every one household housed, two to three households enter the County's homeless system. Also, the number of households seeking housing assistance each year far outpaces the number of people that we can house in the current supportive housing system.

While we recognize that homelessness is foremost a housing problem and should be treated as such and that quickly stabilizing in permanent housing is the priority, the fact is that the County and the City still do not have enough temporary shelter beds. There are 1,026 year-round emergency beds county-wide of which 833 are in San José. The numbers increase during the cold weather months and during periods of inclement weather but if every individual accepted shelter, there would not be enough beds to meet the need. The lack of temporary beds while permanent housing comes on line, in the form of affordable developments or rental subsidies, is a big gap in the region.

Another gap in San José is the lack of daytime services. Although emergency shelters provide safe shelter for the night, most shelters only provide shelter during the evening and overnight hours. Barring declared states of emergency in inclement weather (e.g. extreme cold or extreme heat), most emergency shelters can only be accessed beginning in the evening and then everyone must vacate shelter premises in the early morning hours. Homeless individuals

are left without a place to go during the day and this has had a significant impact in residential neighborhoods.

Another challenge in San José is the vast increase in people living in cars and recreation vehicles. Without a safe place to go during the day, and limited safe parking programs operating during the evening hours, neighborhoods are severely impacted. The City’s Homeless Concerns Hotline receives close to 7,000 calls each year from residents and businesses concerned about homeless encampments. The biggest increase in calls have been regarding people sleeping in their vehicles. Without many resources to offer, outreach teams are often stuck. Several surrounding cities have passed laws prohibiting vehicle dwellers and San José is seeing an increase because they are coming to our city seeking safety. To complicate matters further, recreation vehicle dwellers do not consider themselves homeless and are not as receptive to shelter and services as car dwellers may be. Resources for this population is a large gap in San José.

B. HHAP Funding Plans

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

The City of San Jose’s HHAP allocation is \$23,832,510.94. The City of San Jose proposes to spend the allocation as follows:

State Category	Program	Amount
New Navigation Centers and Emergency Shelters	Navigation Center development and operations	\$13,000,000
Prevention and Shelter Diversion to Permanent Housing	Homelessness Prevention System	\$3,000,000
Prevention and Shelter Diversion to Permanent Housing	Housing Problem Solving System	\$500,000
Operating Subsidies and Reserves	Motel Voucher Program	\$2,000,000
Operating Subsidies and Reserves	Overnight Warming Locations	\$1,232,510.94
Operating Subsidies and Reserves	Temporary and Incidental Shelter and Safe Parking Ordinance Support	\$500,000
Youth Set-Aside	Rental Subsidies and Supportive Services	\$2,000,000
Administrative	Support grant and program administration by City staff	\$1,600,000
Total		\$23,832,510.94

Navigation Center development and operations

Given that there are over 5,000 unsheltered homeless people in San José and only 833 year-round emergency shelter beds, the need for a new Navigation Center is evident. This represents 81% of the County's 1,026 year-round emergency shelter beds. The Countywide vacancy rates for the 1,026 year round shelter beds were pulled out of HMIS between the dates of April 16, 2019 and October 14, 2019 (summer assessment) and October 15, 2019 and March 15, 2020 (winter assessment). During the summer months, the vacancy rate was at 18% and the winter vacancy rate was at 19.4%. While these vacancy rates may appear high, there are several considerations. One example may be that if there are four beds in a family shelter unit but there are only two people in that family, two shelter beds are vacant for that evening.

Introducing more beds will enhance relationships with previously unsheltered individuals who may otherwise not have access to case management and housing search assistance. The local CoC benchmark for exiting shelter to a permanent destination is 30%, between February 1, 2019 and January 31, 2020, the actual percentage of individuals who exited shelter to a permanent destination was at 22%.

The implementation of a new navigation center has not only been a direction from the San José City Council but it also aligns with one of the strategies identified in the new Community Plan to End Homeless, which is to focus efforts on increasing shelter beds and crisis intervention services. The new Community Plan will continue to focus on the best practice, evidence-based Housing First strategy that focuses on moving people into permanent housing as quickly as possible and addressing individual needs once stable. However, it is evident efforts must be made to scale strategies and programs that meet the needs of the unsheltered. The City's investment in a navigation center will provide a new low-barrier service-rich shelter for highly vulnerable and long-term homeless residents who typically may not access traditional shelters and services.

The new navigation center will provide hundreds of individuals access to individualized case management and housing search and placement. Every participant will develop a housing plan with the primary goal of exiting to permanent housing. By increasing the shelter beds, more people will have the opportunity to stabilize indoors and focus on securing housing.

Navigation centers provide longer term shelter while case managers work to connect them to stable income, public benefits, health services, and permanent housing.

Navigation centers are different from traditional shelters in that they have few barriers to entry and an intensive focus on housing placements. Unlike traditional shelters, people with partners, pets, and possessions are welcome at navigation centers. The purpose of a navigation center is not only to provide a safe place to stay and a warm meal but to support a person in changing their lives by making lasting connections to housing, social services, and health care. There will also be potential for drop in day services for non-shelter participants. Non-shelter participants will also have an opportunity to be assessed for housing opportunities and complete a housing plan with a case manager.

The goal of a navigation center program is to prepare and support homeless individuals to be placed into interim or permanent housing as quickly as possible. The navigation center will focus on (1) participant intake and assessment into the coordinated entry system, (2) identification of a service plan, (3) connection to benefits and services, (4) screening and placement activities, and (5) a functional hand-off to the support systems related to each participant's placement.

Homelessness Prevention System

The Homelessness Prevention System provides support for low-income households at risk of homelessness to remain stably housed. The Program provides financial assistance and support to households at risk of homelessness, which may include rental assistance, move-in costs or rental arrears, housing search, employment and benefits assistance, landlord mediation/dispute resolution, and information regarding tenant rights. The Program works in conjunction with and/or enhances existing County homeless prevention programs, including the Emergency Assistance Network (EAN). The goal of the Homelessness Prevention System is to expand households' ability to become quickly connected to prevention services with multiple points of entry, streamline and standardize service delivery, and measure the collective impact of homelessness prevention.

The City used HEAP funding in the amount of \$4 million to continue the program through 2019-2020 and 2020-2021. The Housing Department will allocate an additional \$3 million to the prevention program for 2021-2022 in order to increase capacity from 900 households assisted each year to 1,500 households assisted each year.

Housing Problem Solving System

Housing Problem Solving is a strategy that can prevent homelessness and help people exit homelessness more quickly. A new system to Santa Clara County, adopting a housing problem solving approach means helping households use their strengths, support networks, and community resources to find housing. Housing problem solving techniques can be used within existing programs across the entire homelessness services system. Housing problem solving can do three things; (1) reduce the length of time someone is homeless, (2) reduce the number of households experiencing homelessness for the first time, or (3) reduce the number of households returning to homelessness. All three contribute to better outcomes throughout our homelessness system.

Housing Problem Solving occurs at homeless service access points as the first step in the process of supporting people and prior to completing a VI-SPDAT assessment. It is a person-centered conversation that explores creative, flexible, safe, and cost-effective solutions to quickly resolve the persons housing crisis, even if just temporarily, with limited or no financial support. For example, households may return to a prior residence, relocate to confirmed safe housing, stay with friends or family, or secure a new tenancy. In addition to problem solving conversations, light-touch services may also be needed, such as crisis resolution or family

mediation, strengths- based case management, housing search and placement, landlord mediation, and connections to mainstream resources. Flexible financial resources for one-time costs that directly result in a housing connection can make problem solving even more effective, but are not always needed. The City of San José's Housing Department will establish this new program jointly with the County's Office of Supportive Housing.

Motel Voucher Program

The Motel Voucher Program was implemented with HEAP funds in the amount of \$1,950,000. The program serves homeless families and survivors of domestic violence with temporary motel stays with the goal of transitioning to shelter or permanent housing. The program aligns with the Community Plan's strategy to increase temporary shelter and has been operating at capacity since it started. The need is far greater than the current resources so the increase in funding from HHAP will allow the City to assist more homeless families for another year.

Overnight Warming Locations

Using HEAP, the Overnight Warming Locations (OWL) were expanded in November 2019 to provide nightly shelter, rather than just during periods of inclement weather, for six months during the cold weather season. The program provides daytime case management services, storage, security, showers, and meals. OWL uses two existing City-owned facilities (community centers and libraries) to offer overnight shelter, prioritizing individuals in surrounding homeless encampments. Each facility can accommodate 30 individuals each evening. The HHAP funding will allow for another year of operation at two new City-owned facilities.

Temporary and Incidental Shelter and Safe Parking ordinance support

Over the past two years, the City of San José passed two ordinances allowing places of assembly to provide overnight shelter indoors and/or open their parking lots for safe parking. The City would like to use HHAP funding to increase the temporary shelter capacity through the existing City-wide ordinances, and provide monetary assistance as incentives. This would provide an opportunity to use existing resources to build shelter and safe parking capacity while recruiting new partners in community-based organizations, faith-based organizations, and businesses to invest in their communities. The Housing Department currently does not provide any funding for temporary and incidental shelters, however, the Department funds safe parking programs at two City-owned locations with HEAP funding. At the time of the funding award, there was no City ordinance that allowed safe parking on private property. However, since both the safe parking ordinance and incidental shelter ordinance are now in effect, the Department would like to use HHAP funds to scale up safe parking programs on privately owned parking lots and shelters in private places of assembly.

Youth Set-Aside

The City has allocated \$2 million for youth services, specifically rental subsidies and supportive services, which will increase capacity in the current program implemented with HEAP funding.

The chart below illustrates the expected impact of the HHAP funds:

Program	Individuals Served Annually	Total Individuals Served
Navigation Operations/Services	200	600
Homelessness Prevention System	415	415
Housing Problem Solving	250	500
Motel Voucher Program	200	600
Overnight Warming Locations	120	120
Incidental Shelters and Safe Parking	50	100
Youth Services	40	40
Total Served	1,275	2,375

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

To align with Housing First principles, the City has adopted the CoC’s Santa Clara Countywide Quality Assurance Standards for Homeless Housing & Service Programs. The Quality Assurance Standards (QAS) were developed with the expectation of providing quality, standardized services to persons who have become homeless, to facilitate their successful re-entry back into their communities. All CoC member agencies utilize the QAS as a benchmark for agency- and program-level policies and procedures. The QAS encourages all programs, including HHAP-funded programs, to adopt a low barrier, Housing First approach and, to the extent possible, to refrain from requiring participation in services as a condition of housing. At a minimum, the QAS recommends that programs adopt three Housing First principles: 1.) Income is not a requirement for program entry or participation; 2.) Sobriety and treatment compliance are not requirements for program entry or participation; and 3.) Compliance with a service or treatment plan is not a condition of tenancy, and a lack of compliance is not grounds for eviction from the program.

In addition to adherence to the Santa Clara County CoC’s QAS, HHAP-funded activities will align with Housing First principles through the CES. As noted, the CES is a community-wide intake and assessment process, and all homeless persons can be assessed at numerous access points throughout the County. This “no wrong door” approach helps to lower the barrier entry, reducing the need for people to traverse the county seeking assistance at every service provider separately. Most importantly, once assessed, homeless clients are then connected to appropriate housing referrals, including permanent supportive housing, through the Community Queue.

4. PARTNERS ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Collaborating Partner Efforts

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

In 2014, a broad coalition of over 200 stakeholders, including the CoC, the County, and the City of San José, participated in a comprehensive community process to create a roadmap to end homelessness in the region. The resulting [2015 – 2020 Community Plan to End Homelessness](#) guides governmental actors, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. As noted previously, the plan contains three overarching strategies:

1. Disrupt Systems - Develop disruptive strategies and innovative prototypes that transform the systems related to housing homeless people.
2. Build the Solution - Secure the right amount of funding needed to provide housing and services to those who are homeless and those at risk of homelessness.
3. Serve the Person - Adopt an approach that recognizes the need for client-centered strategies with different responses for different levels of need and different groups, targeting resources to the individual and household.

Since May 2019, the community has undertaken an extensive process to update the Community Plan for the next five years. Guided by a Steering Committee made up of the CoC Board and additional key leaders, including a member of the Lived Experience Advisory Board, the community identified three strategies in the new 2020 Community Plan. The new Plan will outline several other important areas of focus, including youth and young adults, racial equity,

and raising the voices of people with lived experience throughout the system. Each of the goals had a lead agency or agencies that led development of strategies for their goal and will guide implementation once the plan is adopted. The strategies and leads are listed below:

1. Address the root causes of homelessness through system and policy change (led by Destination: Home and the County).
2. Increase the capacity and effectiveness of housing programs (led by the County)
3. Improve the quality of life for unsheltered individuals and create healthy neighborhoods for all (led by the City).

To gather input for the Community Plan, the Steering Committee created a work group consisting of members from lead agencies, local jurisdictions, and service providers. From August to January 2020, the work group gathered community input through a variety of methods including:

- Publicly available surveys in English, Spanish, Mandarin, and Vietnamese to identify community priorities.
- 3 Subject Matter Expert Convenings focused on specific populations – families, single adults, and youth and young adults – representing a cross-section of the community, including service providers, government entities, and people with lived experience.
- 8 Key Stakeholder Interviews through one-on-one interviews with leaders in business, healthcare, education, advocacy, and philanthropy.
- Meetings with city housing managers and supportive housing developers.
- 8 Consumer Focus Groups with people who are currently and formerly unhoused, including youth and young adults and the LGBTQ community.
- One-on-one interviews with people living outside.
- 3 Community-wide Meetings open to the public in Gilroy, San José, and Mountain View to share draft strategies and obtain feedback.
- Meetings with County safety net departments and criminal justice departments to identify system gaps and housing outcome goals.

In all, the planning and community engagement process reached over 8,000 community members and convened more than 30 opportunities to engage with subject matter experts, key stakeholders, community members, and people with lived experience of homelessness. A complete list of collaborative partners is included in the Community Plan Process, detailed in **Attachment B**.

In late January 2020, the Community Plan Steering Committee released the Draft Community Plan Strategies for review, providing another opportunity for stakeholders to share input about the implementation priorities for Year 1 of the Community Plan. In the coming months, by April 2020, the collaborative partners will adopt and release the new 2020 Community Plan to End Homelessness, with an updated set of strategies tailored for our community, grounded in evidence-based practices. The updated Community Plan will also be based on lessons learned over the past five years and robust community engagement across all sectors of the

community. For more details, please visit the [2020 Santa Clara County Community Plan to End Homelessness](#) webpage. All activities supported with HHAP funds are aligned with the strategies outlined in the 2020 Community Plan.

2. Describe any barriers that you experience in partnering, and how you plan to address them.

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

As detailed above, the Santa Clara County community has undertaken an extensive process to gather feedback and input from key stakeholders in developing the Community Plan. Despite these efforts, one on-going barrier to partnership is political pressure from constituents who aren't always aligned with the goals and strategies to end homelessness. Although publicly elected officials may agree in principle with the solutions and strategies outlined and agreed upon in the Community Plan, they often face criticism or backlash from residents with a Not In My Backyard (NIMBY) mentalities or other groups of small but vocal opponents. To overcome this barrier, a Housing Ready Community's Toolkit was developed. The Toolkit provides essential tools and information for housing developers, government representatives, and community members, including homelessness statistics, the Community Plan, and housing development progress. The Toolkit also includes factsheets on Housing First, neighborhood benefits, property values, as well as information about how to get involved. The [Housing Ready Community's Toolkit](#) is available to the public on the County's OSH website.

The 2020 Community Plan outlines specific strategies to change public perceptions about people who are unhoused. Incorporated in the Community Plan's goal to address the root causes of homelessness through system and policy changes, the strategies include:

- Increase community engagement in supporting affordable and supportive housing development.
- Collaborate with people with lived experience of homelessness to engage business and neighborhood associations to dispel misconceptions about homelessness.
- Proactively publicize the successful outcomes of community-based organizations in preventing and ending homelessness to garner community support.
- Create a county-wide education campaign that humanizes homelessness and offer opportunities for dialogue between housed and unhoused residents.

Another barrier in partnering is provider capacity. To increase the capacity of providers, the 2020 Community Plan identifies several key strategies to continuously improve the homeless prevention and housing programs to create a state-of-the-art supportive housing system. The strategies acknowledge that serving vulnerable populations is difficult and challenging work,

while identifying well-defined approaches to increasing provider capacity. Specific strategies include:

- Invest in professional development and more competitive pay to attract and retain a highly qualified workforce of homeless service provider staff.
- Incentivize hiring of people with lived experience of homelessness to reflect the client population – especially people of color and LGBTQI+ persons – and ensure people with lived experience are represented at all levels throughout the homeless system of care.
- Provide resources to build capacity to integrate best practices in service delivery, including trauma informed care and racial equity/anti-racism training, across all community partners involved in efforts to end homelessness.

3. *If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.*

5. SOLUTIONS TO ADDRESS HOMELESSNESS

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

Please note: Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

Examples:

- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Although the new [2020 - 2025 Santa Clara County Community Plan](#) has yet to be finalized and adopted, the community has developed strategies for the next five years with a range of clear and measurable numeric goals and targets. The new goals and targets are built upon the goals set and achieved in the previous 2015-2020 Community Plan, lessons learned over the past five years, and comprehensive input from across the community.

The first goal that HHAP will directly impact is the goal to diversify the welcoming temporary housing and shelter options available in every city in the county and increase capacity by 100%,

to provide interim housing options for people awaiting permanent housing and address unmet shelter needs. As of December 31, 2019, the supportive housing system had 1,089 emergency beds in the County, of which 833, or 76%, are located in San José. Additionally, there are 463 beds in the County that are available during the cold weather season and during periods of inclement weather (102 of which are in San José). Strategies within this goal include increasing new partnerships for temporary housing, which may include emergency shelter, safe places to park and access services, mobile hygiene and supportive services. Beyond just the total number of available shelter beds, expanded capacity includes expanded operating hours at new and existing shelters to remain open during daytime hours. The City plans to commit \$16,732,511 in HHAP to support the increase in temporary shelter and services.

The second goal that HHAP will directly impact is to prevent homelessness for 7,000 households who are at risk by providing targeted financial assistance and supportive services through the countywide Homelessness Prevention System. Together, the City, County and CoC plan to commit \$11 million in HHAP funding to support the expansion of the Homelessness Prevention System. This public funding will also leverage millions of dollars in private funds to further scale the program.

Lastly, HHAP funding will directly impact the community’s goal to secure \$30 million in funding to prevent homelessness for those at risk of losing their housing. Investment in efforts to end homelessness has increased over the past five years, as the CoC, County, many local cities, and private philanthropic and corporate funders have committed resources to expand housing and homelessness prevention programs. For example, in 2016, Santa Clara County residents voted to approve the \$950 million Affordable Housing Bond, to develop at least 4,800 new affordable apartments over 10 years. Similarly, in 2017, the Packard Foundation, Sunlight Giving, Google.org, the City of San José, the City of Santa Clara, the City of Morgan Hill, and the County of Santa Clara combined to invest over \$4.2 million to pilot the Homelessness Prevention System, with the goal of implementing the system countywide.

Each program funded by the City of San José has measurable outcomes consistent with the County and CoC homeless system wide benchmarks. For example, every City contract includes tracking the people exiting all housing programs to stable housing and returns to homelessness. Outcomes are included in each service provider contract.

Below is a chart outlining the measurable goals for the participants placed in permanent housing:

Program	Individuals Served Annually	Annual percentage placed in permanent housing
Navigation Operations/Services	200	30% of participants will exit to a permanent destination
Homelessness Prevention System	415	85% of those receiving assistance will remain permanently housed

Housing Problem Solving	250	85% of those who get permanently housed will not return to or become homeless
Motel Voucher Program	200	75% of participants will exit to a permanent destination
Overnight Warming Locations	120	10% of participants will exit to a permanent destination
Incidental Shelters and Safe Parking	50	10% of participants will exit to a permanent destination
Youth Services	40	75% of participants who exit the supportive housing program will exit to permanent housing

The City and State continue to face a growing homeless crisis. While the City and the local region have made significant strides in recent years, stably housing over 8,000 people since 2015, the problem worsens. There is much more to do to address the root causes of homelessness, ensure that residents of Santa Clara County have access to affordable housing options and necessary services, and meet the basic needs of unsheltered people. This will only be possible through continued collaboration and increased investment in both proven and innovative solutions.



HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:

City of San Jose

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

Department of Housing

Total Redirected Funding

\$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 500,000.00	\$ 1,000,000.00	\$ 500,000.00	\$ -	\$ -	\$ 2,000,000.00
Operating Subsidies and Reserves	\$ 2,000,000.00	\$ 1,250,000.00	\$ 482,510.94	\$ -	\$ -	\$ 3,732,510.94
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ 3,250,000.00	\$ 250,000.00	\$ -	\$ -	\$ 3,500,000.00
New Navigation Centers and Emergency Shelters	\$ 2,000,000.00	\$ 4,000,000.00	\$ 3,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 13,000,000.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ 300,000.00	\$ 400,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 1,600,000.00
TOTAL FUNDING ALLOCATION						\$ 23,832,510.94
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 500,000.00	\$ 1,000,000.00	\$ 500,000.00	\$ -	\$ -	\$ 2,000,000.00

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

February 11, 2020

Homeless Coordinating and Finance Council
Business, Consumer Services, and Housing Agency
State of California
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

To whom it may concern,

On behalf of the Santa Clara County Continuum of Care (CoC), the County of Santa Clara (County), and the City of San José (City), we are writing to express our support of each other's applications to the State of California's Homeless Housing, Assistance, and Prevention (HHAP) program. The CoC, County, and City are partners and collaborators in local efforts to prevent and end homelessness in the Santa Clara County region, and each jurisdiction commits to continued regional coordination and partnership in achieving our shared goals.

The CoC, County, and City have a long history of coordination and partnership. In 2014, a broad coalition of stakeholders in the Santa Clara County region, including the CoC, County, and City, participated in a comprehensive community process to create a roadmap to end homelessness. The resulting 2015-2020 Community Plan to End Homelessness set an ambitious goal of 6,000 new housing opportunities and identified innovative strategies and programs to transform the supportive housing system to achieve the shared vision of making homelessness rare, brief, and non-recurring in the Santa Clara County region. As of December 2019, 8,884 formerly homeless households (14,132 people) have been permanently housed in Santa Clara County.

Since May 2019, the community has undertaken an extensive process to update the Community Plan. Led by a Steering Committee, along with representatives from the CoC, County, and City, we have reached over 8,000 community members and convened more than 30 opportunities to engage with subject matter experts, key stakeholders, community members, and people with lived experience of homelessness. In the coming months, we will release the 2020 Community Plan to End Homelessness, with an updated set of strategies tailored for our community, grounded in evidence-based practices. The updated Plan will build upon our successes and also incorporate lessons learned over the past five years and robust community engagement across all sectors of the community.

Moreover, in preparation for HHAP funding, the CoC, County, and City have convened several meetings to discuss, plan, and review how to implement HHAP funding, ensuring that each applicant jurisdiction's spending plan accurately address their share of the regional need to address homelessness and leverages other funding sources. The partners also coordinated how HHAP funding can be utilized to meet the local needs and goals identified in the new 2020 Community Plan to End Homelessness.

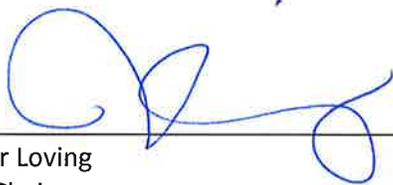
Moving forward, the CoC, County, and City commit to regular meetings to jointly plan and evaluate HHAP spending and projects. First, the CoC Board meets on a quarterly basis. The CoC Board is comprised of four Ex-Officio members including representatives from the County of Santa Clara, City of

San José, Santa Clara County Housing Authority, and Destination: Home, plus three At-Large members representing key community and CoC constituencies. Currently, the Chief Operating Officer at Destination: Home and the Housing Director at the City of San José sit on the CoC Board as Ex-Officio members representing the County and City, respectively.

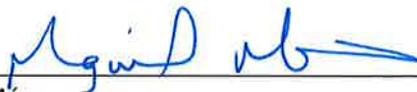
Second, the full CoC membership meets semi-annually. The CoC Membership Meeting is represented by local organizations and projects serving homeless sub-populations within Santa Clara County, including nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals. Finally, key stakeholders including representatives from the County and City meet monthly during the Operational Coordination Meeting. These monthly meetings are focused on program-level coordination across jurisdictions for emergency shelter, rapid rehousing, homelessness prevention, and basic needs services.

The CoC, County, and City are committed to an on-going partnership and to collaboratively providing housing and services to at-risk and homeless residents in our community. We appreciate the Council and the State's commitment to ending homelessness in California and urge you to give our applications every possible consideration.

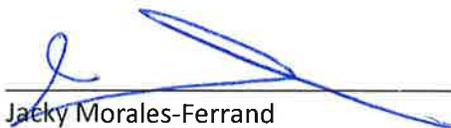
Sincerely,



Jennifer Loving
Board Chair
Santa Clara County Continuum of Care



Miguel Márquez
Chief Operating Officer
County of Santa Clara



Jacky Morales-Ferrand
Director, Housing Department
City of San José